

## THE EFFECT OF DUAL ROLE WOMAN PERFORMANCE AS A CIVIL SERVANT IN THE LEVEL OF GOVERNMENT TOMOHON

by:  
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### ABSTRACT

Today, woman in Indonesia their role as a housewife has been divided with role as an employee to meet the family needs because of unfavorable economic conditions. However having to simultaneously act for two roles is not easy. This situation will result in a very significant achievement for business establishments, which is affected their performance in the office. This study aimed to determine the influence of role as a housewife and role as an employee to the employee performance as a civil servant in the level of government Tomohon. This research used quantitative method. The analytical method used was multiple linear regression analysis. The data used in this research is primary data obtain through the questionnaire. The population observed is the married woman in the level of government Tomohon with sample as many as 100 respondents. Result of the analysis showed that both role as a housewife and role as an employee has a significant influence to the Employee Performance as a civil servant in the level of government Tomohon. The Tomohon city government's still consider the dual role of career woman and still maintain the performance of employees especially career women who have a family in order to keep balance between their work in the office with their obligations at home as a housewife, and with regard to their discipline in work.

**Keywords:** *role as a housewife, role as an employee, employee performance*

### INTRODUCTION

Unfavorable economic conditions in Indonesia make every family should strive to meet the needs of everyday life. At this time not only the husband who has to work to meet his family needs, but also many housewives are working too. Women who in earlier times only serves as a mother who takes care of the household and the children alone, now has a new role as a working woman. On one hand, women are required to be responsible in taking care of and raising a family as well, but on the other, as a good employee they are also required to work in accordance with the performance standards by demonstrating a good work-performers. Women with such activities, their role are being divided with their role as a housewife that can sometimes interfere with the activity and concentration in their work, for example, it is hard to assign a career woman who has been married and have children to go out of town. This issue is one small example that family matters can affect the activities of employees in work. For women who had worked since before their marriage, they tend to go back to work after getting married and having children. There were also among the mothers who prefer to just be a housewife role, but the situation apparently still demanding for women to work for the family's financial support.

The above situation will result in a very significant achievement for business establishments, which is the lack of discipline as a whole and will affect the productivity of employees. In completing the tasks in the job, there is interference or problems relating to psychological factors in a woman, such as she felt guilty about leaving his family to work, depressed due to lack of time and too much work load. This situation will disturb the mind and mental career woman while working. With a high intensity having a dual role, a working mother will experience a decrease in performance for they will also increased stress, experience depression, increased

physical complaints, and low energy levels. While in the any organization always wants employees to optimally enhance. The employees are required to have a high work discipline to achieve the goal of the organization.

### Research Objectives

The objectives of this research are to analyze the influence of:

1. Woman role as a housewife and woman role as an employee on work performance simultaneously
2. Woman role as a housewife on work performance in the level of government Tomohon.
3. Woman role as an employee on work performance in the level of government Tomohon.

## THEORETICAL FRAMEWORK

### Human Resource Management

Human Resource Management (HRM) may be defined broadly in terms of all management activities impacting relationships between organization and employee or more specifically as a system of operational functions such as staffing, selection, job design, training and (career) development, performance appraisal and compensation (e.g. Pfeffer, 1998:809). Good human resource management is essential if organizations want to attract and retain good staff. If people see that an organization values its staff, they are more likely to apply for a job with the organization and more likely to stay once they are recruited. Good human resource management means that an organization reduces risk to its staff and reputation. It can do this by considering issues such as employment law, child protection and health and safety. Good human resource management can also reduce costs for an organization. For example, good recruitment policies and processes mean that organizations can efficiently recruit people who will carry out their jobs effectively. Good systems for performance management mean that organizations can ensure that they are getting the best from their staff. Further, there is an increasing tendency to also consider more strategic level functions such as human resource planning and forecasting (Koch and Mc.Grath, 1996).

### Understanding The Dual Role

Working women faced with complicated situations that put them in position between the interests of the family and the need to work. Emerged a view that the ideal woman is superwoman or supermom who should have the capacity to take care of her family and to be a good employee at the same time. According to Aydin in her researched about role manifested in behavior. Role is a part played by individuals in each situation by his behavior to align itself with the situation (Aydin et al, 2012). Greenhaus and Parasuraman in Vallone et al, dual role is a tension between family and work rules that indicate the presence of a decrease in psychological and physical of employees prosperity (Vallone et al, 2001). This is common when someone is trying to appease the demands of a role in the work, and the effort are influenced by the ability of each person to fulfill the demands of the role in the family or the otherwise, where the fulfillment of the demands of the role in the family is affected by the person's ability to appease the pressure that comes from excessive workload and time as work to be done in a hurry while family demands related to the time required to handle the duties of the household. Family demands is determined by the majority of families, the composition and number of family member who have a dependency on other member (Ezzedeen, 2010). That happens to employees, which on the one hand he had to do work in the office and on the other hand have to pay attention to the family as a whole, making it difficult to distinguish between the work interfere with family and family interferes with work. Work interfere with family, meaning that most of the time and attention has been given to do the job so have less time for family. Otherwise interfere with the work family means most of the time and attention used to settle family affairs so it's interfere with work. Family job demands occur when a person's home life collide with responsibilities in the workplace, such as work on time, completing daily tasks, or work overtime. The issue of work - family occur because employees seek to balance the demands and pressures that arise, either from family or coming from work (Schultheiss, 2006).

### The Definition of Performance

Performance is the result of work that can be achieved by a person or group of people within an organization in accordance with the authority and responsibilities of each in the context of efforts to achieve the goals of the organization legally, not to violate the law and in accordance with moral or ethical. Performance management can be understood as a process designed to improve organizational performance by improving the

performance of individuals and groups that performed by line managers. Management performance is an early stage in the development of organization human resource. Work improvement for both individuals and groups to be the center of attention in an effort to improve organizational performance. The purpose of an organization is the general statement about ambition or willingness that measurable in its accomplishments (Obisi, 2011). Performance is a comparison between the results achieved (outputs) with the overall resources (inputs) that company used. The definitions contained manner or methods of measurement. Although it is theoretically possible, but in practice it is difficult to implement, particularly because resource inputs that used are generally composed of many kinds and in different proportions (Gneezy, 2003).

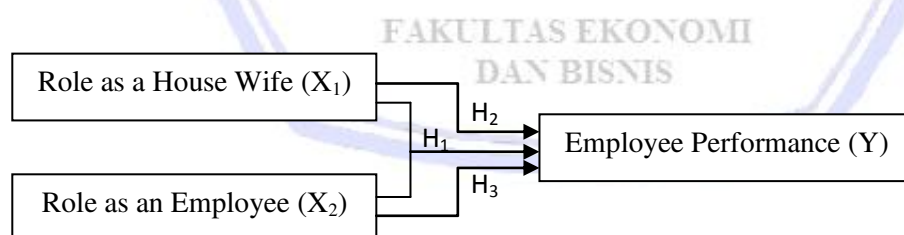
### Previous Research

Azmi et al., (2011) in their study about Facilitators of Women's Career Advancement in Public Service: A Study in A Developing Country. The results they achieve are the women strongly agreed that the facilitators to progress their career advice from direct supervisor, education, performing ability, commitment and dedication and seniority. They also agreed that the current policy as the same task and the same opportunities for further study and payment of their salaries as men to facilitate their career advancement. Furthermore, their religion did not forbid them to be a leader of men, and they are treated the same as men in terms of respect and authority. Ezzedeen (2010) in his research about Work and life strategies of executive woman observed that woman's pursuit of an executive career is full with obstacles and challenges. Also, the power of one woman to have an executive career and fulfilling family life is really the power of many, including her family, employer, and attitudes about balancing work and life. Elisa J. Vallone and Stewart I. Donaldson (2001) in their research about Consequences of Work-Family Conflict on Employee Well-Being Over Time. The result that they achieve are work-family conflict predicted employee well-being over and also work family conflict was a longitudinal predictor of employee's positive well-being.

### Research Hypothesis

1.  $H_1$ : Woman role as a housewife and woman role as an employee influenced her work performance simultaneously.
2.  $H_2$ : Woman role as a housewife has significant influence on her work performance in The Level of Government Tomohon City.
3.  $H_3$ : Woman role as an employee has significant influence on her work performance in The Level of Government Tomohon City.

### Conceptual Framework



**Figure 1. Conceptual Framework**

*Source: Theoretical Review*

## RESEARCH METHOD

### Types of Research

This research uses causal type of research. This type of research also determines if one variable causes another variable to occur or change. In this research is to investigate the Influence of the Dual (Multiple) Role of Career Woman Performance in The Level of Government Tomohon City.



### Place and Time of Research

This research object is in The Level of Government Tomohon City at Mayor's Office between January – February 2014

### Population and Sample

The population of this research project is all the female married employees in The Level of Government Tomohon City at Mayor's Office Tomohon. Sample is the subject of the population. The sampling method used in this research taken by saturate sampling method which means the sample can determine the population. The sample of this research is the female married employees as many as 100 respondents.

### Data Collection Method

The source of data can be from primary and secondary sources. Primary data refer to information obtained first-hand by the researcher on the variables of interest for the specific purpose of the study (Sekaran and Bougie, 2009). This research spread questionnaires to collect the primary data.

### Operational Definition and Measurement of Variables

1. Performance (Y): is the result of work that can be achieved by a person or group of people within an organization in accordance with the authority and responsibilities of each in the context of efforts to achieve the goals of the organization in question legally, do not violate the law and in accordance with the moral and ethical.
2. Multiple roles (X) are a problem in her career that arise from the role as a housewife ( $X_1$ ) and the employees ( $X_2$ ).

### Data Analysis Method

#### Validity and Reliability test

Validity is a test of how well an instrument that is developed measures the particular concept it is intended to measure (Sekaran & Bougie, 2009:157). To analyze the validity of questionnaire, Pearson Product Moment is used. The purpose of reliability test is to check the consistency of a measurement instrument. The reliability test in this research uses Alpha Cronbach. Cronbach's Alpha is reliable coefficient that can indicate how good items in asset have positive correlation one another.

### Multiple Regresion Analysis Models

The method of analysis used in this study is multiple regression models to approach the return. To find out the influence of dependent variable within dependent variables used multiple linear regression with the formula:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + e$$

Whereas:

$Y$	: <i>Employee Performance</i>
$X_1$	: <i>Role as a House Wife</i>
$X_2$	: <i>Role as an Employee</i>

## RESULT AND DISCUSSION

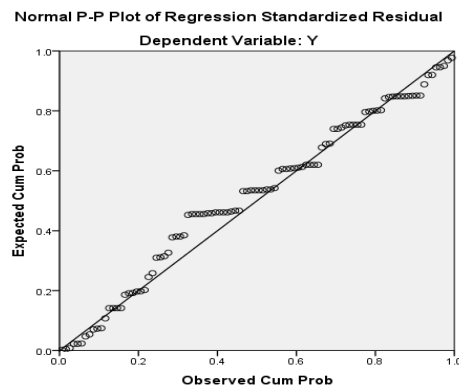
### Result

#### Validity and Realibity Tests

The Reliability result shows that the instrument is acceptable because the Alpha Cronbach coefficient has a value of 0.778; it proves that the data is up to standard and can move forward to the next step. The Validity result shows that the validity for each variable are good where the values are above minimum level of 0.30. It means that all independent variables in are above the minimum level.

## Classical Assumptions Test

### Normality Test



From the figure above it can be seen that the points spread and spread around the diagonal line in the direction diagonal lines. This proves that the model Regression of The Influence of role variable as a housewife ( $X_1$ ) and as an employee ( $X_2$ ) on Employee Performance ( $Y$ ) in test normality assumption is met.

### Multicollinearity Test

**Table 1. Multicollinearity Test Table**

		Collinearity Statistics	
Model		Tolerance	VIF
1	Housewife	.814	1.228
	Employee	.814	1.228

a. Dependent Variable: Employee Performance

The results in the table above can be seen by SPSS output does not occur because the symptoms of multicollinearity VIF value of role variable as a housewife ( $X_1$ ) and as an employee ( $X_2$ ) is  $< 10$  (Below 10), this means that there is no connection between the independent variables. Thus, multicollinearity assumptions are met (free of multicollinearity)

### Heteroscedasticity Test

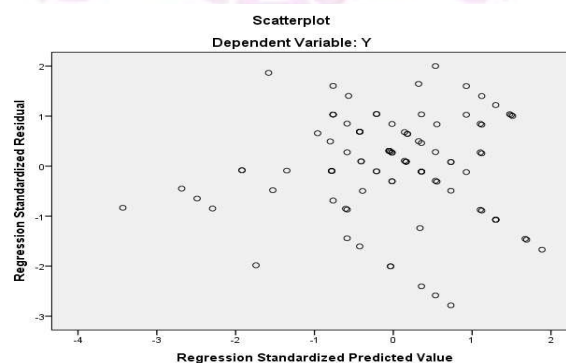


Figure shows that there is no established pattern. The graph describing the plot spread above and below the number 0 (zero) on the Y-axis. This proves that the independent role variables as a housewife ( $X_1$ ) and as an employee ( $X_2$ ) are free of Heteroscedasticity.

**Multiple Regression Analysis****Table 2. Multiple Regression Result**

	Model	Unstandardized Coefficients		Standardized Coefficients		t	Sig.
		B	Std. Error	Beta			
1	(Constant)	.165	.371			444	.658
	Housewife	.664	.099	.526		6.715	.000
	Employee	.348	.088	.311		3.967	.000

- a. Dependent Variable : Employee Performance  
Source: SPSS 22 data processed, 2014

The Equation is as follows :

$$Y = 0.165 + 0.664 X_1 + 0.348 X_2 + e$$

The explanations of the equation are:

- Constant value of 0.165 means that if the variables in this research of role variable as a housewife ( $X_1$ ) and as an employee ( $X_2$ ) simultaneously increased by one scale or one unit will increase the Employee Performance (Y) of 0.165.
- Coefficient value of 0.664 means that if the variables in this research of  $X_1$  increased by one scale or one unit it will increase Employee Performance (Y) of 0.664
- Coefficient value of 0.348 means that if the variables in this research of  $X_2$  increased by one scale or one unit it will improve and increase Employee Performance (Y) of 0.348.

Role variable as a housewife ( $X_1$ ) and as an employee ( $X_2$ ) has an influence on Employee Performance (Y).

**Table 3. Table R and R<sup>2</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.717 <sup>a</sup>	.515	.505	.436

- a. Predictors : (Constant), Employee, Housewife

- b. Dependent Variable: Y

Source: SPSS 22 data processed, 2014

The value of R is 0.717 indicating a substantial positive relationship between independent and dependent variable. From the table above, the coefficient of determination ( $R^2$ ) are 0.515. Information can be obtained that the performance can be affected by a dual role as homemaker and as a clerk at 51.5%, while the remaining 48.5% is explained by other variables outside research.

**Hypothesis Testing****Table 4. F-test Result**

	Model	Sum of squares	Df	Mean Square	F	Sig.
1	Regression	19.582	2	9.791	51.452	.000 <sup>a</sup>
	Residual	18.458	97	.190		
	Total	38.040	99			

- a. Predictors: (Constant), Employee, Housewife

- b. Dependent Variable: Employee Performance

Source: SPSS 22 data processed, 2014.

The level of significant of 0.05 ( $\alpha = 0.05$ ) and degree of freedom (df) of 2; 97, the  $F_{table}$  from F distribution table is  $F_{2; 97; 0.05} = 3.090$ , while  $F_{count}$  from Table 4.5 is 51.452. The result is  $F_{count} > F_{table} = 51.452 > 3.090$ . Since the  $F_{count}$  is greater than  $F_{table}$ ,  $H_0$  is rejected and  $H_1$  is accepted. So, it obviously shows that there is linear relationship in this multiple regression model. Based from the F-test result, is obtained that  $F_{count} > F_{table} = 51.452.017 > 3.090$ . It clearly proves that independent variable simultaneously influences dependent variable. Thus hypothesis 1 is accepted.

**Table 5. T-test Result**

	Model	Unstandardized Coefficients		Standardized Coefficients		t	Sig.
		B	Std. Error	Beta			
1	(Constant)	.165	.371			444	.658
	Housewife	.664	.099	.526		6.715	.000
	Employee	.348	.088	.311		3.967	.000

- a. Dependent Variable : Employee Performance  
Source: SPSS 22 data processed, 2014

The partial influence for each independent variable will be explained as follows

- $t_{count}$  for Role as a Housewife ( $X_1$ ) 6.715 greater than the value of 1.9847  $t_{table}$  means role variable as a housewife in partial has positive significant influence on Employee Performance (Y).
- $t_{count}$  for Role as an Employee ( $X_2$ ) 3.967 greater than the value of 1.9847  $t_{table}$  means role variable as a employee in partial has positive significant influence on Employee Performance (Y).

### Discussion

Role variable as a housewife and as an employee has positive significant influence on Employee Performance. This happen because most of the respondents said sometimes family demands interfere with work hours. Employees have to do household chores from preparing breakfast son, husband, prepare clothes and washing clothes, ironing, cleaning the yard and others. So much time is used, so time to work in the office is reduced. Career women sometimes leave the housework. They prefer to do their office work than their house work. Some of respondents can be said that they rarely leave the office for care of their household. If viewed from the allocation of time to work outside working hours (overtime) associated with busy taking care of children it can be seen that the employees who will be busy taking care of the household work hard in overtime. From the discussion above goal should note that the family is a barrier for career women to do work outside of office hours. Based on the above data it appears that they are still able to perform their jobs well and only a small portion which sometimes can not be late because of busy family. Since the number of jobs in the house that needs to be done, so that the resulting fatigue when performing work in an office has a significant effect. Employees, when their children are sick they sometimes do not go in the office to carry out their work as public servants, but the work piling up because they have to take care of the children who also need attention.

Number of working hours apply, sometimes hinder the employee time to gather together with family because since morning they already had to go to the office for morning assembly and return home late afternoon. There are certain jobs can not be completed because the work must also be done in the office. Sometimes the employees are very rarely disturbed because it has a nanny and housekeeper. Career women have to be smart divide their time between work and household activities. Sometimes can not take part in the family is very important because the amount of work that must be performed in the office. But, sometimes they must to leave office for some important family activities. Dual career women who work on one side of the family had to carry out the work at home, on the other hand demanded jobs and responsibilities as civil servants, so that they feel their working hours disturbed to take care of the children. Sometimes they have to ask for permission from work because they have to accompany a very important activity for their children, because the mothers' responsibility should always pay attention to the needs of the children.



Ezzedeen and Ritchey (2010) also in their study about Work And Life Strategies Of Executive Woman said Woman's pursuit of an executive career is fraught with obstacle and work-family challenges. The power of one woman to have an executive career and fulfilling family life is really the power of many, including her family, employer, and attitudes about balancing work and life.

## CONCLUSION AND RECOMMENDATION

### Conclusion

The result objectives of this research conclude:

1. Role as a housewife and role as an employee simultaneously has significant influence on Employee Performance.
2. Role as a housewife partially has a significant influence on Employee Performance.
3. Role as an employee partially has a significant influence on Employee Performance.

### Recommendation

That the Tomohon city government's still consider the dual role of career woman and still maintain the performance of employees especially career women who have a family in order to keep balance between their work in the office with their obligations at home as a housewife, and with regard to their discipline in work. For the next researcher may need to add another variable or add an intervening variables to make this study to be more accurate with the level of different approaches - different so that it can assist in the process of further research.

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